

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

28 February 1979

MEMORANDUM FOR: Director of Central Intelligence
FROM : Richard Lehman
National Intelligence Officer for Warning
SUBJECT : DCID 1/5 [redacted]

1. Action Requested: That you take the action recommended in Paragraph 8. [redacted]

2. Background: At a meeting with Secretary Brown in January, he apparently asked that he be consulted before any change is made in DCID 1/5 (Strategic Warning). [redacted]

3. Pursuant to your decisions in September with regard to an organization for warning, I convened the Warning Working Group and put as the first item on its agenda revision of DCID 1/5 to reflect your decisions. The Group met several times on this matter and formulated a draft that forms Attachment A to this memorandum. This draft essentially adapts the previous 1/5 issued in May 1976 to encompass the broader definition of warning that you directed and to create the NIO for Warning and the Warning Working Group. (Attachment B is the 1976 version.) In the new draft, Paragraph 1a includes the new definition. Paragraphs 3b and 3c create the new organization. [redacted]

4. I have been operating de facto since October under the provisions of the new draft, I think effectively, though it has not been formally blessed. The Working Group has deferred moving the draft forward for NFIB coordination until a) the question of its responsibility for crisis management was resolved, and b) its review of the Strategic Warning Staff was completed. These two questions have now been settled, and I must now submit a revised draft reflecting your decisions to the Working Group. [redacted]

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X1 5. While these matters have taken some time, I have welcomed the delay because I had hoped that some resolution of the one outstanding question would emerge that would not involve a major bureaucratic struggle. The Working Group is fully agreed on the wording of the new draft with the exception of Paragraph 3b. There was originally strong feeling in the Department of Defense that the Director's senior warning officer should report directly to him (or the DDCI) and should not be "buried in NFAC." After much discussion, we arrived at the language in Paragraph 3b, to which DIA reluctantly agreed. At that time, the OSD rep insisted on the footnote that now appears. I have since been informed that OSD no longer feels so strongly, largely because of the way that I have approached the job, and probably will no longer take exception to this language. ☐

6. To bring DoD along, I have spent a good deal of time in talking to senior officers both in Washington and in the field and explaining to them my concept of the job. In so doing, I have assured them that, despite my subordination to NFAC, I indeed have access to you and to Frank Carlucci when I need it and that I am not handicapped by being an NIO, rather than a special assistant to you. ☐

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7. There is also a problem on the other side. Bob Bowie feels that the draft is not strong enough in precisely this way. (He is, however, quite happy with the way I am actually handling the job.) His proposed change is shown in Attachment A, Paragraph 3b. Unfortunately, informal soundings I have taken in the Pentagon have convinced me that any change in this language that makes more explicit my subordination to NFAC will cause this fragile agreement to come apart, and my credibility as your officer on these problems will be badly damaged. ☐

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8. I clearly cannot go to the Working Group with a revised draft until I am confident that we will stand behind Paragraph 3b as originally agreed. Frank tells me that you are willing to talk to Bob and I would like to ask you to do this soon. Once the draft has been sent out for formal NFIB coordination, you might mention it to Secretary Brown in case he wishes to involve himself more than by his representation on the Working Group and on NFIB. ☐

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Richard Lehman

Attachment A
Attachment B

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Approved For Release 2005/03/24 : CIA-RDP83B01027R000200140001-0

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Approved For Release 2005/03/24 : CIA-RDP83B01027R000200140001-0